DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

IN REPLY REFER TO
5000
MROC
OCT 12 2004

MROC DECISION MEMORANDUM 03-2005

Subj: MARINE CORPS ENGINEER MASTER PLAN WORKING GROUP CHARTER

Ref: (a) MROCSM 45-2004 of 20 August 2004

Encl: (1) Marine Corps Engineer Master Plan Working Group Charter Executive Summary of 28 September 2004
(2) Marine Corps Engineer Master Plan Working Group Charter

1. Purpose. To obtain MROC approval of the proposed Marine Corps Engineer Master Plan Working Group Charter and designation of DC, I&L as the lead agent for Engineer Master Plan development.

2. Executive Summary. Enclosure (1) is the presentation executive summary. The presentation briefing slides are available at the MROC Homepage located at https://hqipoml.hqmc.usmc.mil/portal/servlet/GlobalLogin, or can be obtained from the MROC Secretariat.

3. MROC Staffing Results. The Marine Corps Engineer Master Plan Working Group Charter was electronically staffed to the MROC via the reference. All MROC members concurred. DC, CD provided comments that were incorporated into the Engineer Master Plan Working Group Charter. DC, AVN noted, "the Marine Corps must ensure access to the required engineering capabilities when and where they are needed. Therefore, the Engineer Master Plan Working Group must carefully consider the potential impacts of any recommendations to reduce organic engineering capabilities through consolidation of assets while attempting to leverage the capabilities of the other Services."

4. Decisions. The MROC approves the proposed Marine Corps Engineer Master Plan Working Group Charter (enclosure (2)) and designates DC, I&L as the lead agent for Engineer Master Plan development.

W. L. NYLAND

MROC Executive Summary
Mr. Michael D. Boyd
28 September 2004

Engineer Master Plan Working Group Charter

Purpose

To provide the background on the necessity to stand up a Marine Corps Engineering Master Plan Working Group and gain MROC approval to:

- Charter a Working Group Tasked to Develop the Marine Corps' Engineer Master Plan.
- Assign DC, I&L Lead Agent for Master Plan development.

Background Information

The developing operational concepts such as Seabasing and Expeditionary Maneuver Warfare (EMW) require a MAGTF Engineer Capability that will support the execution of all operations across the spectrum of warfare, enabling the Marine Corps to remain the nation's expeditionary force of choice.

- Transformation of MAGTF Engineering is time sensitive as the last opportunities to affect acquisition strategy for 2015 MAGTF Engineers through materiel acquisition will end in actions taken in POM 08 and 10 (a reach) development processes. There needs to be a holistic effort, involving all the Advocates, agencies, operating force representatives, and other Service Counterparts to determine the near/mid/far term endstates.

- Annually, USMC POM supports core engineer equipment acquisition of roughly $100M. An acceptable element of risk must be determined for POM offsets to be invested in transformational engineer equipment development that will ensure viability of engineers in the 2015 and beyond timeframe.

- There have been five studies of MAGTF Engineering since 1986 that have made recommendations to change the roles, missions and structure of MAGTF Engineers, but none of the recommendations have been enacted.

The Challenges

- Upon thorough examination past studies conducted and lessons learned from ongoing contingency operations, LPE and the Marine Corps Engineer School jointly sponsored an Engineer Summit and Engineer Conference this past spring. As well as demonstrating the will and collaborative nature of MAGTF Engineers to study and shape the future of Marine Corps Engineering, and identified the following key MAGTF engineer capability gaps:
  - Mismatch of capabilities and core competencies.
  - Bridging assets incompatible with EMW
  - Inadequate fuel and water capabilities
  - Lack of self-mobile/readily transported equipment
  - Inadequate IED/Mine Counter Measures
  - Inadequate C4I assets
  - Inadequate EOD Support

- The perception exists that there are redundant engineer capabilities between MAGTF Engineers, without clear delineation of responsibilities:
  - Combat Engineer Battalions (CEBs) conduct GCE Mobility/Counter Mobility Mission but possess a construction/utility capability. Ongoing FSRG is considering realignment of the Engineer Support Companies from the CEB to FSSG with some savings reapplied to USMC personnel shortfalls.
  - Engineer Support Battalions (ESBs) focus on wide variety of mobility, survivability, and deliberate engineering functions
  - Marine Wing Support Squadrons (MWSSs) focus on aviation ground support
  - Naval Construction Forces focus on deliberate engineering functions

  Yet all four MAGTF Engineer organizations possess relatively the same construction equipment and skill sets.

- Multiple Advocacies
  - DC I&L is the Official Engineer Advocate.
  - DCs for PP&O, Aviation, and the Command Element assume advocacy for engineer programs and matters that primarily affect their mission areas.
  - Advocate for a particular Engineer program of record depends on the program.
  - There are three Operational Advisory Groups (OAGs) (Division/Group/Wing)-each reporting to a separate advocate.
  - Result: Disjointed and competing programmatic actions without a unifying Engineer Master Plan.

- Vague role of Marine Corps Engineer Center of Excellence (MCECOE). Marine Corp's Training and Education Command's concept to create Centers of Excellence in functional areas as engineering tasks a lean and operationally committed community to adequately staff and fund MCECOE.

- A MAGTF Engineer Master Plan would specify role and missions of the TECOM Center of Excellence development concept.

- Engineer relationships with Other Services. USMC must leverage joint capabilities and integrate with other Service programs
  - Navy: Extensive deliberate construction capability
  - Army: Common interests ashore
  - Air Force: Airfield centric

Solution

- MROC charter the Marine Corps Engineer Master Plan Working Group:

  - Establish DC, I&L as lead agent.
  - DC, I&L will:
    - Develop a POA&M for the Master Plan completion within 30 days of charter approval.
    - Gain MROC Approval of the Engineer Master Plan.
    - Monitor Engineer Master Plan Execution.
    - Provide Annual Master Plan Progress Report to MROC -- Timed for Maximum POM/PR Impact.
    - Update Master Plan Bi-ennially, linking to FSRG iterations, POM/PR actions and link to FNA/FAA requirements for JCIDS as well as ECL updates in EFDS.

Master Plan Working Group Composition

DC CD
DC Aviation
DC PP&O
DC I&L (Lead)
DC P&R
DC M&RA
CG MARFORLANT
CG MARFORPAC
CG MARFORRES
CG MARCORSYSCOM
Commander, 1st Naval Construction Division
Others as Required

Scope of Effort

- Identify/confirm key Engineer Master Plan players and their specific roles.

- Evaluate Engineer Unit missions, tasks, structure and equipment.

- Recommendations for other MOS communities.

- Identify near-, mid- and far-term measures across DOTMLPF spectrum to transform engineers:

-Near-Term: FY 06-11.
-Mid-Term: FY 12-15.
-Far-Term: FY 16-19.

- Coordinating instructions for working with the Navy, Army, and Air Force.

- Plan of Action & Milestones for Engineer Master Plan Execution.

- Timeline: Complete Master Plan within 360 days of charter approval.

- Duration of the Working Group goes beyond the initial authoring of the Engineer Master Plan as it encompasses execution and evolution of the Plan.

Implementation

- MROC approve the charter of the Engineer Master Plan Working Group and assign DC I&L Lead Agent for Engineer Master Plan development

CHARTER

MARINE CORPS ENGINEER MASTER PLAN WORKING GROUP

1. The Marine Requirements Oversight Committee (MROC) hereby charters the Marine Corps Engineer Master Plan Working Group.

2. **Background**

a. Marine Corps MAGTF Engineering capabilities pose a unique capability to enhance the Navy/Marine Corps teams' ability to conduct Expeditionary Maneuver Warfare (EMW) -- across the beach and to objectives ashore.

b. The MAGTF depends upon Marine Engineers to provide mobility, a necessary precursor to maneuver. The Corps depends on its' engineers to first detect obstacles so they may be avoided or to overcome those that cannot. This capability is crucial to the Corps in any type of operation; in a true Ship to Objective Maneuver (STOM) situation, engineers will be relied upon to seamlessly transition Mine Counter Measures (MCM) efforts from the Navy at the water's edge. In any situation, engineers' ability to provide bridging is crucial for all elements of the MAGTF. Ongoing efforts in the Global War On Terrorism demonstrate the importance of mobility and the evolving means our enemies will take to deny it to us.

c. The other capabilities engineers bring to the MAGTF are no less important. A growing emphasis on "force protection" highlights the need for advanced counter-mobility and survivability means. The MAGTF must be able to rapidly protect itself not only from the traditional threats of artillery and small arms fire but also from the increasing asymmetric threats of vehicle and human delivered bombs. Additionally, a need for general engineering will remain on the future battlefield. The MAGTF's ability to produce and deliver fuel and water and utilities support to fast moving forces may become EMW's Achilles' heel. Construction requirements will also remain, particularly regarding airfield repair and restoration. The recent scramble to procure engineer assets prior to deployments has highlighted capability gaps. However, there is also a common perception of redundant capability amongst MAGTF engineers to include Seabees. All MAGTF engineer organizations, to include MWSS's and Seabees, must evolve in order to seamlessly integrate capabilities with future concepts such as EMW.

d. The Marine Corps' most critical engineering gaps are:

(1) Mismatch of capabilities and core competencies.

(2) Incompatibility between USMC Bridging and EMW.

(3) Antiquated fuel and water capabilities.

(4) Lack of self-mobile/readily transported equipment.

(5) Inadequate Mine Counter Measures.

(6) Inadequate C4I.

(7) Inadequate EOD support.

e. The effort to achieve this capability has been hampered by a number of factors. Chief among them is the absence of an Engineer master plan that creates the framework necessary to guide the engineer community and Marine Corps Engineers to the future. The formulation and execution of a comprehensive Marine Corps Engineer Master Plan is a priority.

3. **Vision**. The MAGTF's engineering capabilities will support the execution of all evolving EMW for 2015 and beyond, enabling the Marine Corps to remain the Nation's expeditionary force of choice.

4. **Mission**. The Engineer Master Plan Working Group will write and oversee the execution of a Marine Corps Engineer Master Plan designed to provide and maintain an effective MAGTF engineer capability.

5. **Work Effort and Products**. The Engineer Master Plan Working Group will:

a. Develop the Marine Corps Engineer Master Plan.

b. Obtain MROC approval of the Engineer Master Plan.

c. Oversee execution of the Engineer Master Plan.

d. Update and revise the Engineer Master Plan as required.

e. Brief MROC annually and as required to report Engineer Master Plan progress and seek approval of recommended updates and revisions.

6. **Scope**. The Engineer Master Plan Working Group will:

a. Develop a comprehensive master plan that addresses all Engineer-related issues across the Doctrine, Organization, Training, Material, Leadership Development, Personnel, and Facilities (DOTMLPF) spectrum.

b. Identify, analyze, and make specific recommendations to fill critical MAGTF Engineer capability gaps.

c. Focus upon MAGTF Engineers to support mobility, counter mobility, survivability and expeditionary engineering capabilities to the 2015 MEB and beyond.

d. Examine and make recommendations concerning the Marine Corps' relationship with the Navy's Construction Forces, particularly with respect to assuring the effective transition from USMC expeditionary engineering to their deliberate engineering responsibilities, and leveraging Navy Construction Forces expertise and capabilities.

e. Examine and make recommendations concerning the Marine Corps' interface with the Army, particularly with respect to interfacing with the Army's Maneuver Center and leveraging Army MCM capability issues.

f. Examine and make recommendations concerning the Marine Corps' interface with the Air Force, particularly with respect to airfield-related engineering issues.

g. Conform recommendations, to the extent possible, to action timeframes associated with upcoming budget reviews and Program Objective Memorandum (POM) cycles: Near-term (FY 06-11); Mid-term (FY 12-15); and Far-term (FY 16-19).

h. Define the roles and relationship of the Marine Corps Engineer Center of Excellence (MCECOE).

i. Link the Master Plan to Functional Needs Analysis/Functional Area Analysis (FNA/FAA) requirements for the Joint Capabilities Initiating Document System (JCIDS) and Expeditionary Capabilities List (ECL) updates in the Expeditionary Force Deployments System (EFDS).

7. **Membership**

a. Working Group members will be a field grade officer or civilian equivalent from the following organizations:

Deputy Commandant for Combat Development
Deputy Commandant for Aviation
Deputy Commandant for Plans, Policies and Operations
Deputy Commandant for Installations and Logistics (lead)
Deputy Commandant for Programs and Resources
Commanding General, Training and Education Command
Commanding General, Marine Corps Warfighting Laboratory
Commanding General, Marine Corps Systems Command
Commanding Officer, Marine Corps Engineer Center of Excellence
Director, Expeditionary Force Development Center
Director, Doctrine Division
Director, Total Force Structure Division
Director, Material Requirements Division
Commanding General, MARFORLANT
Commanding General, MARFORPAC
Commanding General, MARFORRES
Commander, First Naval Construction Division

b. Representation by Marine Corps and other military/civilian organizations not listed above will be requested from time to time for matters under their purview.

c. It is anticipated that the Engineer Master Plan Working Group will meet monthly during the Engineer Master Plan development process, and quarterly thereafter.

8. **Lead Agent**

a. The Deputy Commandant, Installations and Logistics (I&L) takes the lead in developing the Engineer Master Plan. His representative for the Engineer Master Plan Working Group is the Head, Engineer Advocacy Center, Logistic Plans, Policies and Strategic Mobility Division, I&L.

b. The Lead Agent representative will:

(1) Provide administrative support to Working Group members.

(2) Maintain liaison among Working Group members, coordinate meetings, and ensure briefing materials are disseminated in a timely manner.

(3) Document proceedings and promulgate minutes.

(4) Draft, staff, revise, and prepare the final draft of Marine Corps Engineer Master Plan.

(5) Present the proposed Marine Corps Engineer Master Plan to the MROC for approval.